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28 April 1954

MEMORANDUM FOR: Chairman, CIA Career Service Board  
 FROM: Task Force on CIA Career Service  
 SUBJECT: Final Report  
 REFERENCE: Your Memorandum dated 2 April 1954

1. Attached is a proposed regulation establishing the Career Service of the Central Intelligence Agency. This regulation implements the plan approved on several occasions by the CIA Career Service Board ("Selection of Permanent Career Staff", dated 8 January 1954). Incorporated in the regulation are:

- a. The definition of the Career Service, approved by the Board at its 15th meeting on 19 November 1953.
- b. The statement of obligation to serve when, where, and as directed, subject to consideration of qualifications, personal desires and circumstances, as approved by the CIA Career Service Board at its 15th meeting on 19 November 1953.
- c. The Career Selection Report as approved by the Board at its 19th meeting on 28 January 1954.

2. The Task Force recommends the elimination of the procedure whereby the Selection Board and the Examining Panels would review certain cases prior to the expiration of the trial service period. The Task Force believes that this is an essential and inherent responsibility of the Office of Personnel and that the Office of Personnel has the facilities necessary to carry out this responsibility. Further, the Task Force believes that it is inappropriate for the mechanism which is set up for selection into the Career Service to be utilized for review of the cases of marginal individuals during their trial service period with a view toward separating them from the Agency.

3. The Task Force wishes to point out specifically that all persons on duty as of the effective date of this regulation will be accepted into the Career Service provided:

- a. They evidence their desire to be members of the Career Service by executing the application,
- b. No adverse actions are formally pending against them, and

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c. They have served an aggregate of three years in Staff Employee status with CIA.

4. The Task Force realizes that paragraph 6 of the proposed regulation would result in preparation of both the Career Selection Report (CSR) and the Personnel Evaluation Report (PER) for all new employees. This approach will result in additional work for supervisors and reviewing officials and duplication, in part, of forms, procedures and workload for the Office of Personnel and Administrative Officers of the several Agency components. There are at least two alternatives:

a. To eliminate the PER during the provisional period. This course of action during the formative stages of the employment of new personnel would eliminate the one positive formal tool now provided to assist in promoting better working relations between employee and supervisor and to promote a higher quality of supervision.

b. To consolidate the PER and CSR. This course of action would make the new consolidated form the principal, formal instrument

- (1) for over-all evaluation,
- (2) for selection into the Career Service, and
- (3) for supervisory assistance to the person concerned.

The amalgamation of these three functions into one form might, the Task Force believes, make it increasingly difficult for the supervisor to be wholly objective and might impair the effectiveness of the form.

5. The Task Force recommends that the Board approve the regulation as it stands and that the question of how a person is to be evaluated be considered by the Selection Board when it is appointed, since at least nine months will elapse after the regulation becomes effective before this procedure will be inaugurated.

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*Final*  
*4th Draft*  
~~Third Draft~~  
~~26 April 1954~~  
*7 MAY 1954*

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THE CAREER SERVICE  
OF THE  
CENTRAL INTELLIGENCE AGENCY

CONTENTS

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4. Organization of the CIA Selection Board and Panel of Examiners
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1. GENERAL

This Regulation establishes the Career Service of the Central Intelligence Agency effective 1 July 1954 and prescribes related policies, responsibilities and procedures. Membership in the Career Service will be limited to Staff *and Staff Agents* Employees who are eligible for consideration in accordance with the provisions of this Regulation.

2. DEFINITIONS

- a. The "Career Service of the Central Intelligence Agency" is a group of carefully selected and trained individuals who accept an ~~existing~~ obligation to devote themselves to the needs of the ~~Central Intelligence Agency~~ *Agency* ~~the U.S. Government~~ and who have the expectancy of a career ~~in the CIA~~ *with the Agency.*
- b. "Trial service period" consists of the first year of service in the CIA

as defined in [REDACTED]

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c. "Provisional period" consists of three years' active service in the CIA which is a prerequisite to consideration for membership in the Career Service of CIA.

d. "Active service" for the purpose of 2c above, need not be continuous service and will include any of the following periods:

- (1) Active service, from the effective date of entrance on duty, on or after 18 September 1947; *the official date of the establishment of the Central Intelligence Agency.*
- (2) Absence on leave with pay;
- (3) Absence on leave without pay which does not exceed 22 days in the aggregate within a calendar year; except that absence on leave without pay for Agency-sponsored outside training will be fully counted.

e. "Active service", for the purpose of 2c above may, at the discretion of the CIA Selection Board, include service in the Agency while on military detail, or military service if the employee left the Agency during the provisional period to enter the Armed Forces.

### 3. POLICY

- The* *of the Central Intelligence Agency will*
- a. ~~The Agency will maintain a Career Service consisting of personnel selected from among Staff Employees.~~ *and Staff Agents* Personnel selected for membership will be afforded within the framework of applicable laws preferential consideration or opportunity to advance their careers in the CIA by utilizing the benefits and facilities now and hereafter provided for members of the Career Service including promotion, tenure, training, rotation or assignment, and other programs designed to improve their value to the Agency.

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b. Personnel who are accepted for membership in the Career Service <sup>of CIA</sup> will have the obligation to serve anywhere and at any time and for any kind of duty as determined by the needs of CIA and they are assured that, in order to carry out this policy of the Career Service, full consideration will be given to their particular capabilities, interests and personal circumstances.

c. The selection process will encompass the evaluation and development of each Staff Employee <sup>and Staff Agent</sup> during his provisional period. In this manner, the individual's abilities, capabilities and deficiencies will be evaluated in order to determine his suitability for selection into the Career Service <sup>of CIA</sup>. The selection process will include these stages of employee evaluation and development:

(1) A review and determination of each individual's suitability for continued Agency employment prior to the expiration of the trial period, in accordance with [REDACTED]

(2) The preparation of such Career Selection Reports are as herein prescribed.

(14) (3) A review of each application for selection into the Career Service <sup>of CIA</sup> after the individual concerned gains eligibility for consideration by completing the provisional period.

(4) The provision of continuing instruction and developmental guidance and assistance to each individual throughout the provisional period in order that he may demonstrate his suitability for membership in the Career Service <sup>of CIA</sup> and to eliminate or satisfactorily resolve any deficiencies.

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- d. Consideration for selection into the Career Service<sup>JCIA</sup> will be based upon formal application by eligible personnel. Those who fail to make application or whose applications are not accepted will continue to possess the benefits accorded to U. S. Government employees by law, including the Veterans Preference Act as amended. In addition, they will receive the benefits deriving from Agency employment, except those benefits or advantages expressly reserved to members of the Career Service.
- e. If an individual applies for membership in the Career Service<sup>JCIA</sup> and is not accepted, he will be informed of the reasons for the rejection and he will be given assistance and guidance in order to correct or eliminate the causes of his rejection and to have an opportunity to demonstrate his suitability for future application and selection into the Career Service.
- f. Each Staff Employee<sup>and Staff Agent</sup> on duty as of 1 July 1954 who has three years of active service in the CIA will be accepted into the Career Service<sup>JCIA</sup> without further review, upon receipt of his completed application.
- Each Staff Employee<sup>and Staff Agent</sup> on duty as of 1 July 1954 who has less than three years of active service in the CIA will be accepted into the Career Service<sup>JCIA</sup> without further review upon completion of three years of active service in the CIA and upon receipt of his completed application. No application will be considered if formal action is pending which may lead to termination of the individual's employment.

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4. ORGANIZATION OF THE CIA SELECTION BOARD AND PANEL OF EXAMINERS

a. CIA SELECTION BOARD

- (1) The CIA Selection Board is established and will consist of one voting member and one alternate member from each of the <sup>six</sup> major components. Appointments will be made for a fiscal year by the Director of Central Intelligence. Agency officials appointed to the Board may be reappointed, however, at the expiration of their period of service. The Assistant Director for Personnel will serve as the Chairman of the CIA Selection Board.
- (2) The CIA Selection Board will be provided a Secretariat consisting of a full-time Executive Director and such other administrative and clerical personnel as are required by the Board. The Executive Director will function under the direction of the Assistant Director for Personnel.

b. PANEL OF EXAMINERS

- (1) A Panel of Examiners is established and will consist of members of the Career Service, <sup>of CIA</sup> GS-14 and above.
- 14 (a) Each Career ~~Component~~ <sup>Special Component</sup> in the Agency will have proportional representation on the Panel based on its personnel strength as of the beginning of each fiscal year. At least one member will be named to the Panel from each Career Component.

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- (b) Members of the Panel of Examiners will be appointed by the Director of Central Intelligence from among those nominated by the Career Components for a fiscal year period after he has received the recommendations of the CIA Selection Board.
- (2) Examining Panels, convened in individual cases pursuant to this Regulation, will consist of three voting examiners selected by the Executive Director. Examiners will be chosen in a manner that will <sup>be</sup> appropriately represent <sup>the vital Agency interests.</sup> ~~the several Agency components, and no examiner will be selected from a component having operational or career jurisdiction over the individual.~~ The Executive Director or his designee will serve as non-voting chairman on each Examining Panel.

## 5. RESPONSIBILITIES

### a. ASSISTANT DIRECTOR FOR PERSONNEL

The Assistant Director for Personnel <sup>is responsible</sup> ~~has overall responsibility~~ for <sup>directing</sup> ~~reviewing the effectiveness of~~ the selection program herein established and will ensure that the program is administered in accordance with personnel policies of the Agency. In order to achieve these purposes, he is responsible for furnishing advice and guidance to the CIA Selection Board and for recommending to the Director of Central Intelligence such additional policies and procedures as he may consider necessary. The Assistant Director for Personnel is responsible for notifying employees

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who satisfactorily complete their trial and provisional periods and for advising eligible personnel of their opportunity to apply for selection into the Career Service <sup>CIA</sup>.

b. CIA SELECTION BOARD

The CIA Selection Board is responsible for formulating appropriate criteria for selection into the Career Service <sup>CIA</sup> and for performing the activities assigned to it as specified in this Regulation.

c. PANEL OF EXAMINERS

Subject to the direction of the CIA Selection Board, the Panel of Examiners is responsible for performing the activities assigned to it as specified in this Regulation.

d. SUPERVISORS

- X
- (1) Immediate supervisors are responsible for completing Career Selection Reports on employees under their jurisdiction and for recommending that such employees either be retained in Agency employment or be separated from CIA prior to the expiration of their trial period or at any time thereafter. Supervisors next in line will sign Career Selection Reports.
- X
- (2) Immediate supervisors are primarily responsible for assisting and instructing employees under their jurisdiction to eliminate any general weaknesses or specific deficiencies in performance detected during their trial period. Immediate supervisors are also responsible for assisting employees who have completed their trial period
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to overcome any inadequacies that might prevent their eventual selection into the Career Service.

e. HEADS OF CAREER COMPONENTS

Heads of Career Components are responsible for reviewing and commenting on the recommendations of supervisors specified in d above and for referring appropriate cases to the Assistant Director for Personnel for further review and action as herein described.

6. CAREER SELECTION REPORT

X a. The Career Selection Report, Form No. 37-189 (Attachment A), will be used to evaluate Staff Employees *and Staff Agents* during their trial and provisional periods.

X b. Career Selection Reports will be executed for each Staff Employee *and Staff Agent* upon the completion of the following periods of service from the effective date of their entrance on duty:

- (1) Nine months' service,
- (2) Twenty-one months' service, and
- (3) Thirty-three months' service.

7. PROCEDURES

a. EVALUATIONS DURING THE PROVISIONAL PERIOD

X (1) Career Selection Reports will be prepared for each Staff Employee *and Staff Agent* in accordance with paragraph 6b (above).

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- (2) If in conjunction with the preparation of these Reports separation appears necessary, action will be taken in accordance with existing Agency procedures.

b. APPLICATION FOR SELECTION IN THE ~~CIA~~ CAREER SERVICE OF CIA

- (1) Upon the completion of the three-year provisional period, an individual is entitled to make application for membership (Attachment B) in the Career Service <sup>CIA</sup> unless formal action is pending which may lead to termination of the individual's employment. Failure to apply for membership in the Career Service at the end of the provisional period does not bar the individual's right to make future application. The effective date of selection into the Career Service will be either the date of application or the completion of the provisional period at the discretion of the CIA Selection Board (See Section (4)(d) below).
- (2) An official notification of an employee's eligibility to apply for membership will be forwarded by the Assistant Director for Personnel to the individual concerned. The individual will be required to make application or to reply by memorandum stating that he does not desire to become a member of the Career Service <sup>CIA</sup>.
- (3) Applications will be forwarded by the individual through official channels to the Head of the Career ~~Component~~ <sup>Component and Staff Agents</sup> concerned.
- (4) Determinations of the suitability of Staff Employees will be processed as follows:

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- (a) The Head of the Career ~~Component~~ <sup>Component</sup> concerned will review the application and obtain the comments of the <sup>appropriate</sup> ~~Component~~ Career Service Board if such comments are desired. He will forward the application together with his recommendation to the Executive Director of the CIA Selection Board.
- (b) Upon receipt of the application, the Executive Director will assemble all available documentation pertinent to the case and will convene an Examining Panel to consider the application.
- (c) The Examining Panel will consider all pertinent information concerning the employee, including information furnished by the Office of Personnel, Security Office, Office of Training, Medical Staff and the components having administrative and career jurisdiction over the individual. If necessary, the Panel may request further information from the offices concerned. The Examining Panel will interview the individual and, if desired, his supervisor or other Agency employees. Responsibility for interviewing applicants GS-6 and below may be delegated by the CIA Selection Board to ~~Component~~ <sup>the Head of the appropriate Career Component</sup> ~~Career Service Boards~~.
- (d) If the individual is overseas at the time he becomes eligible for membership in the Career Service, <sup>by CIA</sup> the interview by the Examining Panel and the consequent decision on the acceptance of his application for membership in the Career Service will be deferred until he is physically available in Headquarters.

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If the Head of a Career ~~Component~~ <sup>Service</sup> requests consideration of an individual's application prior to his departure overseas, he may be interviewed by an Examining Panel at any time following the successful completion of the second year of his provisional period. If the employee is recommended for membership at that time, his membership in the Career Service when finally approved will be effective as of the completion of his provisional period.

- (a) The Examining Panel will recommend to the CIA Selection Board either that the employee be appointed to the Career Service <sup>of CIA</sup> or that his selection be disapproved.
- (c) The CIA Selection Board on behalf of the Director of Central Intelligence will take formal action on the recommendation of the Examining Panel.
- (g) When the finding of the CIA Selection Board is in disagreement with that of the Head of the Career ~~Component~~ <sup>Service</sup>, this fact shall be reported to him. He may either accept the Board's decision or refer the case, within ten working days, for final decision by the Director of Central Intelligence.
- (h) The Assistant Director for Personnel will officially notify the individual of the action of the CIA Selection Board and will place a copy of its determination in his Official Personnel Folder.

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CAREER SELECTION REPORT

THE CAREER SELECTION REPORT IS AN IMPORTANT FACTOR IN THE SELECTION OF CAREER EMPLOYEES. IT SEEKS TO PROVIDE THE AGENCY SELECTION BOARD WITH INFORMATION OF VALUE WHEN CONSIDERING SELECTION OF AN INDIVIDUAL AS A MEMBER OF THE CAREER STAFF.

INSTRUCTIONS

TO THE ADMINISTRATIVE OR PERSONNEL OFFICER: CONSULT CURRENT ADMINISTRATIVE INSTRUCTIONS REGARDING THE INITIATION AND TRANSMITTAL OF THIS REPORT.

TO THE SUPERVISOR: READ THE ENTIRE FORM BEFORE ATTEMPTING TO COMPLETE ANY ITEM. AS THE SUPERVISOR WHO ASSIGNS, DIRECTS AND REVIEWS THE WORK OF THE INDIVIDUAL, YOU HAVE PRIMARY RESPONSIBILITY FOR EVALUATING HIS CAPACITY, ATTITUDES, KNOWLEDGE AND SKILLS AS REVEALED BY HIS DAY-BY-DAY ACTIVITIES. IF THIS INDIVIDUAL HAS BEEN UNDER YOUR SUPERVISION FOR LESS THAN 30 DAYS, YOU WILL COLLABORATE WITH HIS PREVIOUS SUPERVISORS TO MAKE SURE THE REPORT IS ACCURATE AND COMPLETE. PRIMARY RESPONSIBILITY RESTS WITH THE CURRENT SUPERVISOR.

THIS RATING REPORT WILL NOT BE SHOWN TO THE INDIVIDUAL BEING RATED. IT IS ASSUMED THAT THROUGHOUT THE PERIOD THIS INDIVIDUAL HAS BEEN EMPLOYED, SUPERVISORS HAVE DISCHARGED THEIR RESPONSIBILITIES BY FREQUENT DISCUSSIONS OF HIS WORK, SO THAT IN A GENERAL WAY HE KNOWS WHERE HE STANDS.

SECTION I

1. NAME (Last) (First) (Middle)			2. DATE OF BIRTH	3. SEX	4. CAREER DESIGNATION
5. DATE OF ENTRANCE ON DUTY	6. OFFICE ASSIGNED TO	7. DIVISION		8. BRANCH	
9. NATURE OF ASSIGNMENT <input type="checkbox"/> DEPARTMENTAL <input type="checkbox"/> FIELD		10. IF FIELD, SPECIFY STATION:			
11. DATE THAT THIS REPORT IS DUE		12. PERIOD COVERED BY THIS REPORT (inclusive dates)			

SECTION II

1. CURRENT POSITION TITLE	2. GRADE	3. DATE ASSUMED RESPONSIBILITY FOR POSITION
4. WHAT SPECIFIC ASSIGNMENTS OR TASKS ARE TYPICAL OF THOSE GIVEN TO HIM DURING THE PAST THREE MONTHS (List in order of frequency)		

READ THE ENTIRE FORM BEFORE ATTEMPTING TO COMPLETE ANY ITEM

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ON THE LEFT HAND SIDE OF THE PAGE BELOW ARE A SERIES OF STATEMENTS THAT APPLY IN SOME DEGREE TO ALMOST EVERYONE. ON THE RIGHT HAND SIDE OF THE PAGE ARE FIVE MAJOR CATEGORIES OF DESCRIPTIONS.

THE SCALE WITHIN EACH CATEGORY IS DIVIDED INTO FIVE SMALL BLOCKS; THIS IS TO ALLOW YOU TO MAKE FINER DISTINCTIONS, IF YOU SO DESIRE.

LOOK AT THE STATEMENT ON THE LEFT. THEN CHECK THE CATEGORY ON THE RIGHT WHICH BEST TELLS HOW MUCH THE STATEMENT APPLIES TO THE PERSON YOU ARE RATING.

STATEMENTS

CATEGORIES

STATEMENTS	SAMPLES	CATEGORIES				
		APPLIES TO A SLIGHT DEGREE OR NOT AT ALL	APPLIES TO A LIMITED DEGREE	APPLIES TO A REASONABLE DEGREE	APPLIES TO AN ABOVE AVERAGE DEGREE	APPLIES TO AN OUTSTANDING DEGREE
A. APPEARANCE AND ACTIONS ATTRACT ATTENTION.		<input checked="" type="checkbox"/>				
B. PRACTICAL.				<input checked="" type="checkbox"/>		
1. A GOOD REPORTER OF EVENTS.						
2. CAN MAKE DECISIONS ON HIS OWN WHEN NEED ARISES.						
3. CAUTIOUS IN ACTION.						
4. HAS INITIATIVE.						
5. UNEMOTIONAL.						
6. ANALYTIC IN HIS THINKING.						
7. CONSTANTLY STRIVING FOR NEW KNOWLEDGE AND IDEAS.						
8. GETS ALONG WITH PEOPLE AT ALL SOCIAL LEVELS.						
9. HAS A SENSE OF HUMOR.						
10. KNOWS WHEN TO SEEK ASSISTANCE.						
11. CALM.						
12. CAN GET ALONG WITH PEOPLE.						
13. EXCELLENT MEMORY FOR FACTS.						
14. GETS THINGS DONE.						
15. KEEPS ORIENTED TOWARD LONG TERM GOALS.						
16. CAN COPE WITH EMERGENCIES.						
17. HAS HIGH STANDARDS OF ACCOMPLISHMENTS.						
18. HAS STAMINA; CAN KEEP GOING A LONG TIME.						
19. HAS WIDE RANGE OF INFORMATION.						
20. SHOWS ORIGINALITY.						
21. DODGES RESPONSIBILITIES.						
22. DOESN'T ADMIT HIS ERRORS.						
23. DOES NOT RESPOND WELL TO SUPERVISION						
24. HIGH STRUNG.						
25. REQUIRES STRONG SUPPORT FOR HIS ACTIVITIES.						

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26. CAN THINK ON HIS FEET.

27. COMES UP WITH SOLUTIONS TO PROBLEMS.

28. STIMULATING TO ASSOCIATES:  
A "SPARK PLUG".

29. TOUGH-MINDED.

30. VERY OBSERVANT.

31. CAPABLE.

32. CLEAR-THINKING.

33. COMPLETES ASSIGNMENTS WITHIN  
ALLOWABLE TIME LIMITS.

34. EVALUATES SELF REALISTICALLY.

35. WELL INFORMED ABOUT CURRENT  
EVENTS.

36. DELIBERATE.

37. EFFECTIVE IN DISCUSSIONS WITH  
ASSOCIATES.

38. IMPLEMENTS DECISIONS REGARDLESS  
OF OWN FEELINGS.

39. THOUGHTFUL OF OTHERS.

40. WORKS WELL UNDER PRESSURE.

41. DISPLAYS JUDGEMENT.

42. GIVES CREDIT WHERE CREDIT IS  
DUE.

43. HAS DRIVE.

44. IS SECURITY CONSCIOUS.

45. VERSATILE.

46. FAULT FINDING.

47. HARD TO CHANGE HIS IDEAS.

48. INTERFERES WITH SMOOTH OPERA-  
TION OF HIS OFFICE.

49. REQUIRES STRONG AND CONTINUOUS  
SUPERVISION.

50. RESISTS NEW IDEAS OR SUGGES-  
TIONS.

SECTION IV

A. WHAT ARE HIS OUTSTANDING STRENGTHS?

B. WHAT ARE HIS OUTSTANDING WEAKNESSES?

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C. INDICATE IF YOU THINK THAT ANY SINGLE STRENGTH OR WEAKNESS OUTWEIGHS ALL OTHER CONSIDERATIONS:

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D. DO YOU FEEL THAT HE REQUIRES CLOSE SUPERVISION? ☐ YES ☐ NO IF SO, WHY?

E. OTHER COMMENTS (Indicate here general traits, specific habits or characteristics which have a bearing on whether this person should acquire career status):

SECTION V

READ ALL DESCRIPTIONS BEFORE RATING. PLACE "X" IN THE MOST APPROPRIATE BOX UNDER SUBSECTIONS A, B, C, AND D.

A. DIRECTIONS: CONSIDER ONLY THE SKILL WITH WHICH THE PERSON HAS PERFORMED THE DUTIES OF HIS JOB AND RATE HIM ACCORDINGLY.

- ☐ 1. DOES NOT PERFORM DUTIES ADEQUATELY; HE IS INCOMPETENT.
- ☐ 2. BARELY ADEQUATE IN PERFORMANCE; ALTHOUGH HE HAS HAD SPECIFIC GUIDANCE OR TRAINING, HE OFTEN FAILS TO CARRY OUT RESPONSIBILITIES COMPETENTLY.
- ☐ 3. PERFORMS MOST OF HIS DUTIES ACCEPTABLY; OCCASIONALLY REVEALS SOME AREA OF WEAKNESS.
- ☐ 4. PERFORMS DUTIES IN A TYPICALLY COMPETENT, EFFECTIVE MANNER.
- ☐ 5. A FINE PERFORMANCE; CARRIES OUT MANY OF HIS RESPONSIBILITIES EXCEPTIONALLY WELL.
- ☐ 6. PERFORMS HIS DUTIES IN SUCH AN OUTSTANDING MANNER THAT HE IS EQUALED BY ONLY A FEW OTHER PERSONS KNOWN TO THE RATER.

IS THIS INDIVIDUAL BETTER QUALIFIED FOR WORK IN SOME OTHER AREA? ☐ YES ☐ NO. IF SO, WHAT?

C. DIRECTIONS: BASED UPON WHAT HE HAS SAID, HIS ACTIONS, AND ANY OTHER INDICATIONS, GIVE YOUR OPINION OF THIS PERSON'S ATTITUDE TOWARD THE AGENCY.

- ☐ 1. HAS AN ANTAGONISTIC ATTITUDE TOWARD THE AGENCY -- WILL DEFINITELY LEAVE THE AGENCY AT THE FIRST OPPORTUNITY.
- ☐ 2. HAS A STRONG NEGATIVE ATTITUDE TOWARD THE AGENCY -- IRKED BY RESTRICTIONS -- REGARDS THE AGENCY AS A TEMPORARY STOP UNTIL HE CAN GET SOMETHING BETTER.
- ☐ 3. TENDS TO HAVE AN UNFAVORABLE ATTITUDE TOWARD THE AGENCY -- BOTHERED BY MINOR FRUSTRATIONS -- WILL QUIT IF THESE CONTINUE.
- ☐ 4. HIS ATTITUDE TOWARD THE AGENCY IS INDIFFERENT -- HAS A "WAIT AND SEE" ATTITUDE -- WOULD LEAVE IF SOMEBODY OFFERED HIM SOMETHING BETTER.
- ☐ 5. TENDS TO HAVE A FAVORABLE ATTITUDE TOWARD THE AGENCY -- MAKES ALLOWANCES FOR RESTRICTIONS IMPOSED BY WORKING FOR THE AGENCY -- THINKS IN TERMS OF A CAREER IN THE AGENCY.
- ☐ 6. DEFINITELY HAS A FAVORABLE ATTITUDE TOWARD THE AGENCY -- BARRING AN UNEXPECTED OUTSIDE OPPORTUNITY, WILL PROBABLY ENDEAVOR TO MAKE A CAREER IN THE AGENCY.
- ☐ 7. HAS AN ENTHUSIASTIC ATTITUDE TOWARD THE AGENCY -- WILL PROBABLY NEVER CONSIDER WORKING ANY PLACE BUT IN THE AGENCY.

B. DIRECTIONS: CONSIDERING OTHERS OF THIS PERSON'S GRADE AND TYPE OF ASSIGNMENT, HOW WOULD YOU RATE HIM ON POTENTIALITY FOR ASSUMPTION OF GREATER RESPONSIBILITIES, NORMALLY INDICATED BY PROMOTION.

- ☐ 1. HAS REACHED THE HIGHEST GRADE LEVEL AT WHICH SATISFACTORY PERFORMANCE CAN BE EXPECTED.
- ☐ 2. IS MAKING PROGRESS, BUT NEEDS MORE TIME IN PRESENT GRADE BEFORE PROMOTION TO A HIGHER GRADE CAN BE RECOMMENDED.
- ☐ 3. IS READY TO TAKE ON RESPONSIBILITIES OF THE NEXT HIGHER GRADE, BUT MAY NEED TRAINING IN SOME AREAS.
- ☐ 4. WILL PROBABLY ADJUST QUICKLY TO THE MORE RESPONSIBLE DUTIES OF THE NEXT HIGHER GRADE.
- ☐ 5. IS ALREADY PERFORMING AT THE LEVEL OF THE NEXT HIGHER GRADE.
- ☐ 6. AN EXCEPTIONAL PERSON WHO IS ONE OF THE FEW WHO SHOULD BE CONSIDERED FOR RAPID ADVANCEMENT.

D. DIRECTIONS: CONSIDER EVERYTHING YOU KNOW ABOUT THIS PERSON IN MAKING YOUR RATING -- SKILL IN JOB DUTIES, CONDUCT ON THE JOB, PERSONAL CHARACTERISTICS OR HABITS, AND SPECIAL DEFECTS OR TALENTS.

- ☐ 1. DEFINITELY UNSUITABLE -- HE SHOULD BE SEPARATED.
- ☐ 2. OF DOUBTFUL SUITABILITY -- WOULD NOT HAVE ACCEPTED HIM IF I HAD KNOWN WHAT I KNOW NOW.
- ☐ 3. A BARELY ACCEPTABLE EMPLOYEE -- DEFINITELY BELOW AVERAGE BUT WITH NO WEAKNESSES SUFFICIENTLY OUTSTANDING TO WARRANT HIS SEPARATION.
- ☐ 4. A TYPICAL EMPLOYEE -- HE DISPLAYS THE SAME SUITABILITY AS MOST OF THE PEOPLE I KNOW IN THE AGENCY.
- ☐ 5. A FINE EMPLOYEE -- HAS SOME OUTSTANDING STRENGTHS.
- ☐ 6. AN UNUSUALLY STRONG PERSON IN TERMS OF THE REQUIREMENTS OF THE AGENCY.
- ☐ 7. EXCELLED BY ONLY A VERY FEW IN SUITABILITY FOR WORK IN THE AGENCY.

SIGNATURE OF RATER (Employee's immediate supervisor)

SIGNATURE OF OFFICER NEXT HIGHER IN LINE OF AUTHORITY

DATE

DATE

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